Strategic Foods Uganda Ltd

Annual report and financial statements
for the year ended March 31, 2026

Contents

Corporate Information

Country of incorporation and domicile	Uganda
Nature of business and principal activities	Trading of biscuits and bakery products
Board of Directors	Annu Gupta Vishal Bhimani
Registered office	PO Box 16454 Kampala, Uganda
Holding company	Britannia and Associates (Dubai) Pvt. Co. Ltd. incorporated in Dubai
Ultimate holding company	Britannia and Associates (Mauritius) Pvt. Co. Ltd. incorporated in Mauritius
Bankers	Standard Chartered Bank (U) Limited PO Box 7111 Kampala, Uganda
Independent Auditor	Grant Thornton Certified Public Accountants PO Box 7158 Kampala, Uganda
Secretary	Compliance Business Services Limited PO Box 6757 Kampala, Uganda
Tax identification number	1017236411

Directors' Report

The directors have the pleasure in submitting their report together with the audited financial statements of Strategic Foods Uganda Ltd ("the Company") for the year ended March 31, 2026, which discloses the state of affairs of the Company.

1. Nature of business

The Company was engaged in trading of biscuits and bakery products, however, it has ceased its business operations in Uganda.

There have been no material changes to the nature of the Company's business from the prior year.

2. Review of financial results

Full details of the financial position, results of operations and cash flows of the Company are set out in these financial statements.

The financial statements have been prepared on going concern basis in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and the requirements of the Companies Act Cap. 106. The accounting policies have been applied consistently to all the periods presented in the accompanying financial statements.

3. Share capital

	2026	2025
Authorised	**Number of shares**	
Ordinary shares	1,000	1,000

	2026	2025	2026	2025
Issued and paid-up	**UShs '000**	**UShs '000**	**Number of shares**	
Ordinary shares	940,000	940,000	500	500

There have been no changes to the authorised or issued share capital during the year under review.

4. Dividends

The board has not recommended the declaration of a dividend for the year ended March 31, 2026 (2025: Nil).

5. Directors

The directors who held office during the year and at the date of this report are as under:

Directors	**Nationality**
Annu Gupta	Indian
Vishal Bhimani	Indian

6. Holding company

The Company's holding company is Britannia and Associates (Dubai) Pvt. Co. Ltd., which is incorporated in Dubai.

7. Ultimate holding company

The Company's ultimate holding company is Britannia and Associates (Mauritius) Pvt. Co. Ltd., which is incorporated in Mauritius.

8. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

9. Going concern

The Company has ceased its business operations in Uganda and is currently undergoing liquidation. Accordingly, the accompanying financial statements have been prepared on a realisation basis. The assets and liabilities of the Company have been stated at their realisable values and the shareholders have been provided an undertaking to the Company to discharge its liabilities if there is any shortfall in the cash position.

Directors' Report

10. Independent auditor

Grant Thornton Certified Public Accountants have expressed their willingness to continue as an independent auditor of the Company in accordance with Section 163(2) of the Companies Act Cap. 106.

11. Secretary

The company secretary is Compliance Business Services Limited, whose registered office is at PO Box 6757, Kampala, Uganda.

The financial statements were approved by the board on May 5, 2025.

By Order of the Board

Compliance Business Services Limited
Company Secretary

May 5, 2025
Kampala, Uganda

Statement of Directors' Responsibilities

The directors are required in terms of the Companies Act Cap. 106 to maintain adequate accounting records and are responsible for the content and integrity of the financial statements included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the Company as at the end of the financial year and the results of its operations and cash flows for the year then ended, in conformity with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB). The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the Company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Company and all employees are required to maintain the highest ethical standards in ensuring the Company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Company is on identifying, assessing, managing and monitoring all known forms of risk across the Company. While operating risk cannot be fully eliminated, the Company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Company has ceased its business operations in Uganda and is currently undergoing liquidation. Accordingly, the accompanying financial statements have been prepared on a realisation basis. The assets and liabilities of the Company have been stated at their realisable values and the shareholders have been provided an undertaking to the Company to discharge its liabilities if there is any shortfall in the cash position.

The external auditors are responsible for independently auditing and reporting on the Company's financial statements. The financial statements have been examined by the Company's external auditors and their report is presented on pages 6 to 7.

The financial statements set out on pages 8 to 19, which have been prepared on the going concern basis, were approved by the board on May 5, 2025 and were signed on their behalf by:

Balachandar Baskaran
Director

Vishal Bhimani
Director

May 5, 2025
Kampala, Uganda

Independent Auditor's Report

To the members of Strategic Foods Uganda Ltd

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Strategic Foods Uganda Ltd ("the Company") set out on pages 8 to 19, which comprise the statement of financial position as at March 31, 2026, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2026, and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and the requirements of the Companies Act Cap. 106.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements*' section of our report. We are independent of the Company in accordance with the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code) and other independence requirements applicable to performing audits of financial statements in Uganda. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Uganda. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty related to going concern

The Company has ceased its business operations in Uganda and is currently undergoing liquidation. Accordingly, the accompanying financial statements have been prepared on a realisation basis. The assets and liabilities of the Company have been stated at their realisable values and the shareholders have been provided an undertaking to the Company to discharge its liabilities if there is any shortfall in the cash position.

Other information

Management is responsible for the other information on pages 2 to 5.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by the IASB and the requirements of the Companies Act Cap. 106, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company's financial reporting process.

Office: 3rd Floor, Lugogo One, Plot 23, Lugogo Bypass, PO Box 7158, Kampala, Uganda
T +256 200 807600 E audit@ug.gt.com

Independent Auditor's Report

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Companies Act Cap. 106, we report to you, based on our audit that:

(i) We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit;

(ii) In our opinion proper books of account have been kept by the Company, so far as appears from our examination of those books; and

(iii) The Company's statement of financial position and statement of profit or loss and other comprehensive income are in agreement with the books of account.

The engagement partner on the audit resulting in this independent auditor's report is CPA Kalpesh Patel - P0563.

Kalpesh.

Kalpesh Patel
P0563

Grant Thornton

Grant Thornton
Certified Public Accountants

May 5, 2026
Kampala, Uganda

Statement of Profit or Loss and Other Comprehensive Income

	Note	2026 UShs '000	2025 UShs '000
Cost of sales	3	-	8,561
Gross profit		**-**	**8,561**
Other income	4	-	6,970
General and administrative expenses	5	(8,887)	(17,012)
Operating loss		**(8,887)**	**(1,481)**
Finance cost and finance income - net	6	17,125	(12,912)
Profit / (loss) before taxation		**8,238**	**(14,393)**
Taxation	7	-	444
Profit / (loss) for the year		**8,238**	**(13,949)**
Other comprehensive income		-	-
Total comprehensive income / (loss) for the year		**8,238**	**(13,949)**

The notes on pages 12 to 19 are an integral part of these financial statements.

Statement of Financial Position

	Note	2026 UShs '000	2025 UShs '000
Assets			
Current Assets			
Due from related parties	8	706,205	689,080
Other receivables	9	539	10,774
Current tax receivable	10	106,092	106,092
Cash at bank	11	6,242	12,195
		819,078	**818,141**
Equity and Liabilities			
Equity			
Share capital	12	940,000	940,000
Accumulated losses		(120,922)	(129,160)
		819,078	**810,840**
Liabilities			
Current Liabilities			
Other payables	13	-	7,301
Total Equity and Liabilities		**819,078**	**818,141**

The financial statements on pages 8 to 19, were approved by the board on May 5, 2025 and were signed on its behalf by:

Balachandar Baskaran
Director

Vishal Bhimani
Director

The notes on pages 12 to 19 are an integral part of these financial statements.

Statement of Changes in Equity

	Share capital UShs '000	Retained earnings UShs '000	Total equity UShs '000
Balance at April 1, 2024	**940,000**	**(115,211)**	**824,789**
Loss for the year	-	(13,949)	(13,949)
Other comprehensive income	-	-	-
Total comprehensive loss for the year	**-**	**(13,949)**	**(13,949)**
Balance at March 31, 2025	**940,000**	**(129,160)**	**810,840**
Profit for the year	-	8,238	8,238
Other comprehensive income	-	-	-
Total comprehensive income for the year	**-**	**8,238**	**8,238**
Balance at March 31, 2026	**940,000**	**(120,922)**	**819,078**

The notes on pages 12 to 19 form an integral part of the financial statements.

Statement of Cash Flows

	Note	2026 UShs '000	2025 UShs '000
Cash flows from operating activities			
Profit / (loss) before taxation		8,238	(14,393)
Changes in working capital:			
Other receivables		10,234	(7,866)
Other payables		(7,300)	(317,855)
Cash generated from / (used in) operations		**11,172**	**(340,114)**
Cash flows from investing activities			
Movement in due from related parties		(17,125)	(689,080)
Net cash used in operations		**(17,125)**	**(689,080)**
Net change in cash at bank for the year		**(5,953)**	**(1,029,194)**
Cash at bank at the beginning of the year		12,195	1,041,388
Cash at bank at end of the year	11	**6,242**	**12,194**

The notes on pages 12 to 19 are an integral part of these financial statements.

Notes to the Financial Statements

Corporate information

Strategic Foods Uganda Ltd is a limited liability company incorporated and domiciled in Uganda. The Company was incorporated on September 30, 2020.

The Company was engaged in trading of biscuits and bakery products, however, it has ceased its business operations in Uganda.

The registered office of the Company is located at PO Box 16454, Kampala, Uganda.

1. Material accounting policy information

Management has considered the principles of materiality in IFRS Practice Statement 2 *Making Materiality Judgements*, and only those accounting policies which are considered material have been presented in these financial statements.

1.1 Basis of preparation

The financial statements have been prepared on the going concern basis in accordance with, and in compliance with, IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and the Companies Act Cap. 106.

The financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the material accounting policies set out below. They are presented in Uganda Shillings ("UShs"), which is the Company's functional currency. All amounts have been rounded to the nearest thousand, unless otherwise indicated.

These accounting policies are consistent with the previous period.

1.2 Use of significant judgements and sources of estimation uncertainty

The preparation of financial statements in conformity with IFRS Accounting Standards as issued by the IASB requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Significant judgements

The critical judgements made by management in applying accounting policies, apart from those involving estimations, that have the most significant effect on the amounts recognised in the financial statements, are outlined as follows:

Taxation

Judgement is required in determining the provision for income taxes due to the complexity of legislation. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Company recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

Key sources of estimation uncertainty

Impairment of financial assets

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

Notes to the Financial Statements

1.2 Use of significant judgements and sources of estimation uncertainty (continued)

Impairment on non financial assets

The Company reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available.

1.3 Financial instruments

Financial instruments are recognised when the Company becomes a party to the contractual provisions. They are measured, at initial recognition, at fair value plus transaction costs, if any.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

The material accounting policies for each type of financial instrument held by the Company are presented below:

Trade and other receivables

Other receivables, excluding, when applicable, VAT and prepayments, are measured, subsequent to initial recognition, at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

The accounting policy for impairment of other receivables is set out in the loss allowances and write offs accounting policy.

Trade and other payables

Other payables, excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

Cash and cash equivalents comprise cash on hand and demand deposits, together with other short-term, highly liquid investments maturing within 90 days from the date of acquisition that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

Derecognition

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

The Company derecognises financial liabilities when its obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Notes to the Financial Statements

1.3 Financial instruments (continued)

Reclassification

The Company only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

Financial liabilities are not reclassified.

1.4 Equity

Equity issued by the Company are recognised at the proceeds received, net of direct issue costs.

1.5 Provisions and contingencies

The Company recognises provisions in circumstances where it has a present obligation resulting from past events, which can be measured reliably and for which it is probable that the Company will be required to settle the obligation.

There is always a degree of estimation uncertainty involved with provisions as they are measured at management's best estimate of the amount which will be required to settle the obligation. When the effect of discounting is material, the provision is measured at the present value of such amounts.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in 18.

1.6 Translation of foreign currencies

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Uganda Shillings, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Foreign currency monetary items are translated at the end of the reporting period using the closing rate.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The foreign exchange component is treated as part of the valuation adjustment.

Cash flows arising from transactions in a foreign currency are recorded in Uganda Shillings by applying to the foreign currency amount the exchange rate between the Uganda Shilling and the foreign currency at the date of the cash flow.

Notes to the financial statements

2. New Standards and Interpretations

2.1 Standards and interpretations effective and adopted in the current year

In the current year, the Company has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Lack of exchangeability - Amendments to IAS 21

The amendments apply to currencies which are not exchangeable. The definition of exchangeable is provided as being when an entity is able to obtain the other currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations. The amendments require an entity to estimate the spot exchange rate at measurement date when a currency is not exchangeable into another currency. Additional disclosures are also required to enable users of financial statements to understand the impact of the non-exchangeability on financial performance, financial position and cash flow.

The effective date of the amendment is for years beginning on or after January 1, 2025.

The Company has adopted the amendment for the first time in the 2026 financial statements.

The impact of the amendment is not material.

2.2 Standards and interpretations not yet effective

The Company has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Company's accounting periods beginning on or after April 1, 2026 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Annual Improvements to IFRS Accounting Standards (Volume 11)	January 1, 2026	Unlikely there will be a material impact
• Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments	January 1, 2026	Unlikely there will be a material impact
• IFRS 18 Presentation and Disclosure in Financial Statements	January 1, 2027	Impact is currently being assessed

Notes to the financial statements

	2026 UShs '000	2025 UShs '000
3. Cost of sales		
Other direct cost / (reversal)	-	(8,561)
	-	**(8,561)**
4. Other income		
Misc.Income	-	6,970
5. General and administrative expenses		
Consulting and professional fees	11,064	13,722
Auditors remuneration	856	7,300
Bank charges	513	1,320
Advertising and sales promotion	-	(5,330)
	12,433	**17,012**
6. Finance cost and finance income - net		
Unrealised foreign exchange differences	(17,125)	12,912

7. Taxation

No provision has been made for 2026 tax as the Company has no taxable income and no deferred tax asset has been recognised as Company has ceased its operations during the year.

	2026 UShs '000	2025 UShs '000
8. Due from related parties		
Britannia and Associates (Dubai) Pvt. Co. Ltd	706,205	689,080
9. Other receivables		
VAT	539	10,774
	539	**10,774**
10. Current tax receivable		
Balance at beginning of the year	106,092	105,648
Current tax for the year recognised in profit or loss	-	444
Balance at end of the year	(106,092)	(106,092)
	-	**-**
11. Cash at bank		
Cash at bank	6,242	12,195
12. Share capital		
Authorised		
1,000 Ordinary shares of UShs 1,880,000 each	1,880,000	1,880,000
Issued and paid-up		
500 Ordinary shares of UShs 1,880,000 each	940,000	940,000

Notes to the financial statements

	2026 USh's '000	2025 USh's '000

13. Other payables

	2026 UShs '000	2025 UShs '000
Other payables	-	7,301

14. Going concern

The Company has ceased its business operations in Uganda and is currently undergoing liquidation. Accordingly, the accompanying financial statements have been prepared on a realisation basis. The assets and liabilities of the Company have been stated at their realisable values and the shareholders have been provided an undertaking to the Company to discharge its liabilities if there is any shortfall in the cash position.

15. Related parties

Relationships

Ultimate holding company	Britannia and Associates (Mauritius) Pvt. Co. Ltd
Holding company	Britannia and Associates (Dubai) Pvt. Co. Ltd
Members of key management	Annu Gupta Vishal Bhimani

Related party balances

Due from related parties

	2026 UShs '000	2025 UShs '000
Britannia and Associates (Dubai) Pvt. Co. Ltd	706,205	689,080

16. Risk management

Financial risk management

The Company's activities expose it to a variety of financial risks: market risk credit risk and liquidity risk.

The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance. The Company does not hedge any of its risk exposure.

The financial risk management is carried out by the accounts and finance department under policies and guidance provided by the Board of Directors.

Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

There are no externally imposed capital requirements.

	2026 UShs '000	2025 UShs '000

16. Risk management (continued)

Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The Company only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties as well as external bureau data (where available). Counterparty credit limits are in place and are reviewed and approved by credit management committees. The exposure to credit risk and the creditworthiness of counterparties is continuously monitored.

The maximum exposure to credit risk is presented in the table below:

		2026			2025		
		Carrying amount	Credit loss allowance	Amortised cost	Carrying amount	Credit loss allowance	Amortised cost
Due from related parties	8	706,205	-	706,205	689,080	-	689,080
Cash at bank	11	6,242	-	6,242	12,195	-	12,195
		712,447	**-**	**712,447**	**701,275**	**-**	**701,275**

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, Company treasury maintains flexibility in funding by maintaining availability under committed credit lines.

The Company's risk to liquidity is a result of the funds available to cover future commitments. The Company manages liquidity risk through an ongoing review of future commitments and credit facilities.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

At March 31, 2025	**Less than 1 year**
Other payables	7,301

17. Commitments

The Company has no significant outstanding capital commitments as at March 31, 2026 (2025: Nil).

18. Contingencies

In the opinion of management, the Company did not have any significant contingent liabilities as at March 31, 2026 (2025: Nil).

19. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

Notes to the financial statements

	2026 UShs '000	2025 UShs '000

20. Comparative figures

Previous year's figures have been regrouped / reclassified in order to make them comparable with that of current financial period, wherever necessary.